



**2025
ENDEAVOR
OUTLIERS
RETREAT**
May 15–18 | Comporta, Portugal

TRACK 1

TRACK 1: ORGANIZATIONAL GROWTH

TRACK OVERVIEW: ORGANIZATIONAL GROWTH

Designed for founders scaling to 500+ employees, this track focuses on building high-performing leadership teams, evolving company culture, and navigating the complexities of hypergrowth.

FRIDAY, MAY 16th: OPENING SESSION

All track participants will participate in the opening session on Friday,

Leadership Lessons from Navigating Blitzscaling

Led by Carlos García Ottati, Co-Founder & CEO of Kavak

In a candid conversation, Carlos will reflect on the pivotal moments that shaped his journey scaling one of Latin America's first tech unicorns — from leading through hypergrowth and evolving his leadership style, to preserving culture at scale and building a global, high-performance organization.

SATURDAY, MAY 17th: BREAKOUT SESSIONS

Participants will participate in ONE of the following breakout sessions of their choice

From Founding to Leading the Next Stage

Led by **Tjaart van der Walt**, Co-Founder & Former CEO, **Tyme**

As companies grow, founders face the challenge of balancing agility with structure. This session dives into how to stay true to the “Founder’s Mentality” while evolving leadership dynamics, strengthening co-founder alignment, and building systems that scale. We’ll explore how to lead with clarity and intent — without losing the edge that sparked the company in the first place.

Optimizing Operations for Scale

Led by **Hoo Ling Tan**, Founder & Former COO, **Grab**

What does it take to build the operational backbone of a hyperscaling company? In this session, we’ll unpack the evolving role of the COO, explore how to craft a high-impact CEO-COO partnership, and dig into the systems and structures that drive scalable execution. This session is about turning operational complexity into competitive advantage.

Working Effectively with a Great C-Suite

Led by **Peter de Caluwe**, Deputy Chairman & Former CEO, **Thunes**

Great companies are built by great leadership teams. In this session, we’ll dive into how founders can recruit, onboard, and partner with C-level talent through key stages of growth. From defining roles and compensation to aligning on goals and scaling functional teams, this session is about finding CEO leverage by making the most of your executive bench.

Internationalizing with Intent

Led by **João del Valle**, Co-Founder & CEO, **Ebanx**

Expanding beyond your home market isn’t just a growth play — it’s a key milestone. This session explores what it really takes to go global, from adapting leadership and team structures to building a cohesive brand and culture across borders. We’ll unpack the strategic, operational, and cultural levers that set companies up for international success — and the common pitfalls to avoid.



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TRACK 2

TRACK 2: PATH TO LIQUIDITY

TRACK OVERVIEW: PATH TO LIQUIDITY

For founders eyeing IPO, M&A, or PE within the next 1-4 years, this track explores how to maximize optionality, prepare the company, and approach liquidity on your own terms.

FRIDAY, MAY 16th: OPENING SESSION

All track participants will participate in the opening session on Friday,

Different Paths to Liquidity – What’s the Right One for You?

With Martin Migoya (Globant), David Ortiz (Siigo), and Aldi Haryoprato (Visinema)

Liquidity doesn't look the same for every company — or every founder. In this session, we'll hear how three leaders approached major liquidity events through different paths: IPO, strategic M&A, and PE. They'll unpack how they weighed trade-offs, stayed true to their long-term vision, and made tough calls around timing, control, and stakeholder alignment.

SATURDAY, MAY 17th: BREAKOUT SESSIONS

Participants will participate in ONE of the following breakout sessions of their choice

Secondaries & Partial Liquidity

Led by **Sergio Furio**, Founder & CEO, **Creditas**

Sometimes a full exit isn't (yet) on the table, but the need for liquidity is real. This session explores practical and creative approaches to secondaries that support founders, early team members, and investors — without putting company value at risk. We'll dive into how to structure these transactions well, communicate them clearly, and create win-wins while managing the preference stack and future cap table dynamics

IPO Readiness and the Day After

Led by **Martin Migoya** (Co-founder & CEO, **Globant**) and **Mariano Gomide** (Founder & Co-CEO, **VTEX**)

Going public isn't just a financing event — it's a total company transformation. This session focuses on what it takes to become IPO-ready, from corporate governance to financial discipline to shaping a compelling investor narrative. We'll also explore what happens after the bell rings: how to lead through public market pressures, keep internal focus, and manage the realities of life as a public company.

How to Be Bought (Not Sold) – Positioning Yourself for Strategic M&A

Led by **Aldi Haryoprato**, Founder, **Visinema**

Great M&A outcomes don't happen by accident — they're often the result of deliberate positioning long before a deal is on the table. In this session, we'll dig into how to make your company attractive to strategic buyers, define your role post-transaction, and communicate a merger internally with clarity. Founders will share first-hand lessons on creating leverage, navigating deal dynamics, and avoiding common pitfalls in high-stakes negotiations.



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TRACK 3

TRACK 3: WHAT'S NEXT?

TRACK OVERVIEW: WHAT'S NEXT?

This track is designed for founders who are starting to think about — or have already begun — the transition beyond day-to-day leadership. Whether you've sold your company, stepped back into a chairman role, or are preparing for a future beyond your current role, this track will explore succession planning, defining your next chapter, and how to continue to create impact.

FRIDAY, MAY 16th: OPENING SESSION

All track participants will participate in the opening session on Friday,

Identify After Operator Life

Led by Hoo Ling Tan, Founder & Former COO of Grab

Stepping away from a company you built can feel like losing part of your identity. In this session, Hoo Ling will share her own transition after Grab, and open up a candid discussion on how to rethink your role, values, and personal direction outside the founder/operator seat.

SATURDAY, MAY 17th: BREAKOUT SESSIONS

Participants will participate in ONE of the following breakout sessions of their choice

Managing Wealth Post-Exit – Decisions, Tradeoffs, and Pitfalls

Led by Jason Wenk, Founder & CEO, Altruist

What happens after the money hits your account? This session will get into the tactical side of wealth post-exit: working with advisors, setting up structures, defining your risk appetite, and avoiding common mistakes. Founders will share what they wish they'd known earlier.

What's Worth Building Now?

Led by Mohamad Khachab, Founder, BMB Group

Not every founder wants to start another company — but most still want to build. This session will focus on how to channel your time, capital, and energy post-exit. From investing to philanthropy to system-level work, you'll hear how others are choosing to contribute — and what's actually felt rewarding.